

*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Director of Training

DATE: 22 June 1951

FROM : [REDACTED] 25X1A9A

SUBJECT: Career Development

1. I have handed you my report on a career management technique for this Agency. It's the best I can do with a difficult problem on the positive side.

2. You wish (if it is approved higher up) to implement this program. It's my opinion that it would not be successful under the conditions that obtain in the Agency.

3. Unless I am grossly misled by Personnel, there is no lack of identified "potential" or opportunity at this time. That's not the trouble. Jobs are filled from the outside, men and women are held at their job and level, because supervisors will not consent to release these men or women. Personnel is impotent, and "career" an empty phrase.

4. My recommendation for correcting this condition would be most simple though possibly unpalatable.

5. When [REDACTED] gets here, concentrate personnel actions in that Office (everyone is dabbling in personnel today) and have top-side give Personnel that support that would make its recommendations stick.

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6. In extreme and unresolved disagreement at the Office level, have the contested move referred to the high level Board of Review and Examination (page 1, Exhibit 1) for decision.

7. Consider a formal management development plan if and when this program is implemented.

25X1A9A [REDACTED]

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